Improving Your Competitive Position with Technology

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Agenda

- Introduction to AccuRounds
- Why Improve
- Implementations
- Lessons Learned
- Key Business Results

Introduction

Introduction

- Family owned and operated since 1976
- Contract manufacturer, not an OEM – precision machining of mechanical components (tight toleranced shafts, pins, valves) and assemblies
- Employ 70 people in 26,800 sf, Avon, MA
- ISO 9001:2000 & AS9100C Certified
- Several markets served – primarily Semiconductor, Medical, Defense, Aerospace & Oil/Gas

Introduction

Why Improve

To Address Challenges:

- Meet market demands from the customer
  - Better, faster, cheaper
  - Fluid, seamless communications
- Drive accurate information to the right people to support timely decisions – reduce internal administrative tasks
- Eliminate waste, non-value added activity

Why Improve

To Achieve Goals:

- Avoid becoming extinct!
- Achieve enterprise excellence – improve competitive posture and quality of life
- Provide opportunity for everyone at AccuRounds – become the employer of choice
- Achieve growth targets
- Move toward our Core Purpose:

To be the Defining Standard for Advanced Manufacturing

Implementations

- Equipment
  - State of the art CNC machines, aggressive capital improvement plan
  - IT infrastructure, installed all new hardware
- Software
  - Full ERP system, recently added five modules to eliminate duplication in data entry and improve information flow
  - Document management to facilitate e-storage and access
  - Upgraded programming software to handle solid models
  - Wireless DNC system, flexibility in transmitting data

Implementations

- Lean Manufacturing
  - From Lean Tools to Lean Culture
  - Work Cells to Value Streams
  - Core Purpose, Core Values, True North
  - Continuous training of all personnel, utilized MA workforce training fund grants
- Our True North
  - **Human Development + Velocity ⟷ Growth**

Successful Outputs

- **CNC machines** – reduced number of operations, increased throughput
- **ERP system** – eliminated manipulation of spreadsheets & databases outside of the system
- **Document management** – improved processes & paper flow, lowered cost of labor per transaction
- **Programming software** – improved both accuracy and speed by utilizing solid models
- **Lean Management System** – increased accountability and discipline thru standard work

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Successful Outputs

- **Front-end thruput** – decreased time from PO receipt to floor release from 10 days to 3 days
- **On-Time Delivery** – improved from 84% to 96% measured against original promise date, delivering product in days/weeks v. weeks/months
- **Cost of Quality** – maintained internal/external, rework/scrap well below 1% of sales
- **Sales/Employment** – tripled revenue, doubled employment and reduced customer base by over 50% in a ten year time period

Lessons Learned

Lessons Learned

- Need to stay on cutting edge of technology
  - Maintain/upgrade equipment
  - Stay ahead of software releases
- It's all about culture – right people, right seats
- Employee engagement actually means engaging your employees, of which employee recognition plays a huge part – *PIC/NIC (Positive/Negative Immediate Certain)*
- There's no central organization to contact to assist with research and options – lots of internal time invested

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Key Business Results

Key Business Results

- Capital Improvement plan announced in Sept '12 – addition to building and major equipment additions/upgrades
- Established and entirely new IT infrastructure, implemented several automated solutions to assist in timely decision-making
- Recipient of the *NorthEast Shingo Prize Silver Medallion* – first contract metalworking company in North America to win a Shingo Prize
- On-time delivery and cost of quality near world
- Several blind employment applications being received due to positive reputation in marketplace

Summary

Please visit
www.accurounds.com
for more info

Thank you for the
opportunity to share
our experiences!